

1211(a) Report to Congress

August 1

2016

Report on Department of Defense (DoD) programs that provide training, equipment, or other assistance or reimbursement to foreign security forces during fiscal years 2014 and 2015. A biennial report, as required by Section 1211(a) of the Fiscal Year 2015 National Defense Authorization Act (NDAA), this first iteration and/or supporting referenced documents is available electronically upon request.

**DoD Assistance
to Foreign
Security Forces**

The estimated cost generating this report is \$12,380.00 in Fiscal Year 2016 – all of which was performed via DoD labor. It was produced in 2016.

OVERVIEW

This report is provided by the Office of the Under Secretary of Defense for Policy in accordance with Section 1211(a) of the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 2015 (H.R. 3979, *Public Law (P.L.) 113-291*), “Biennial Report on Programs Carried Out by the Department of Defense to Provide Training, Equipment, or Other Assistance or Reimbursement to Foreign Security Forces.” It applies to 32 Department of Defense (DoD) programs, including 18 programs specifically referenced in the legislation and 14 additional programs. Data relevant to these programs is organized to provide readers a comprehensive overview of the range of DoD activities on a country-by-country basis. Per Congressional direction, if program data is reported to Congress through other means, it is exempted from inclusion in this report.

While the data satisfies the reporting requirements of Section 1211(a) of the FY15 NDAA, DoD recognizes that the report could be strengthened through performance indicators that better convey the effectiveness of reported programs in achieving stated objectives. A description of the metrics used by these select programs begins on page 49. The Department is currently working to remedy this shortfall with the development of an assessment, monitoring, and evaluation (AM&E) policy. Its intent is to establish a consistent DoD standard for conducting AM&E that is based on USG and international best practices.

The objective of the programs referenced herein, along with other DoD programs under the scope of DoD Directive 5132.03 (DoD Policy and Responsibilities Relating to Security Cooperation), is to support DoD’s defense strategy by: (a) enabling partners to carry out key missions in lieu of, or alongside, U.S. forces; (b) enabling the U.S. military to execute operations, including via necessary access, infrastructure, and partner nation or coalition support; and (c) achieving strategic effects in support of our Combatant Command strategic objectives, such as assuring key partners and allies, deterring adversaries, and preventing the outbreak of conflict.

Section 1211(a) Text

SEC. 1211. BIENNIAL REPORT ON PROGRAMS CARRIED OUT BY THE DEPARTMENT OF DEFENSE TO PROVIDE TRAINING, EQUIPMENT, OR OTHER ASSISTANCE OR REIMBURSEMENT TO FOREIGN SECURITY FORCES.

(a) BIENNIAL REPORT REQUIRED.—Not later than February 1 of each of 2016, 2018, and 2020, the Secretary of Defense shall submit to the congressional defense committees a report that sets forth, on a country-by-country basis, a description of each program carried out by the Department of Defense to provide training, equipment, or other security assistance or reimbursement during the two fiscal years ending in the year before the year in which such report is submitted under the authorities specified in subsection (c).

(b) ELEMENTS OF REPORT.—Each report required under subsection (a) shall provide for each program covered by such report, and for the reporting period covered by such report, the following:

- (1) A description of the purpose and type of the training, equipment, or assistance or reimbursement provided, including how the training, equipment, or assistance or reimbursement provided advances the theater security cooperation strategy of the combatant command, as appropriate.
- (2) The cost of such training, equipment, or assistance or reimbursement, including by type of support provided.
- (3) A description of the metrics, if any, used for assessing the effectiveness of such training, equipment, or assistance or reimbursement provided.

(c) SPECIFIED AUTHORITIES.—The authorities specified in this subsection are the following authorities (or any successor authorities):

- (1) Title 10, United States Code (U.S.C.) § 127(d), relating to authority to provide logistic support, supplies, and services to allied forces participating in a combined operation with the Armed Forces.
- (2) 10 U.S.C. § 166a(b)(6), relating to humanitarian and civic assistance by the commanders of the combatant commands.
- (3) 10 U.S.C. § 168, United States Code, relating to authority—
 - (A) to provide assistance to nations of the former Soviet Union as part of the Warsaw Initiative Fund;
 - (B) to conduct the Defense Institution Reform Initiative; and
 - (C) to conduct a program to increase defense institutional legal capacity through the Defense Institute of International Legal Studies.
- (4) 10 U.S.C. § 2010, relating to authority to reimburse foreign troops for participation in combined exercises.

(5) 10 U.S.C. § 2011, relating to authority to reimburse foreign troops for participation in Joint Combined Exchange Training.

(6) 10 U.S.C. § 2249(c), relating to authority to use appropriated funds for costs associated with education and training of foreign officials under the Regional Defense Combating Terrorism Fellowship Program.

(7) 10 U.S.C. § 2282 (as added by section 1205 of this Act), relating to authority to build the capacity of foreign military forces, or the predecessor authority to such section in section 1206 of the NDAA for FY06 (*P.L. 109–163*; 119 U.S.C. § 3456).

(8) 10 U.S.C. § 2561, relating to authority to provide humanitarian assistance.

(9) Section 1532, relating to the Afghanistan Security Forces Fund.

(10) Section 1205 of the FY14 NDAA (32 U.S.C. § 107 note), relating to authority for National Guard State Partnership program.

(11) Section 1081 of the FY12 NDAA (10 U.S.C. § 168 note), relating to the Ministry of Defense Advisors program.

(12) Section 1207 of the FY12 NDAA (22 U.S.C. § 2151 note), relating to the Global Security Contingency Fund.

(13) Section 1233 of the FY08 NDAA (*P.L. 110–181*; 122 § 393), relating to authority to reimburse certain coalition nations for support provided to United States military operations.

(14) Section 1234 of the FY08 NDAA (122 U.S.C. § 394), relating to authorization for logistical support for coalition forces supporting certain United States military operations.

(15) Section 1033 of the FY98 NDAA (*P.L. 105–85*; 111 Stat. 1881), relating to authority to provide additional support for counter-drug activities of Peru and Colombia.

(16) Section 1004 of the FY91 NDAA (10 U.S.C. § 374 note), relating to additional support for counter-drug activities.

(17) Any other authority on assistance or reimbursement that the Secretary of Defense considers appropriate and consistent with subsection (a).

(d) NONDUPLICATION OF EFFORT.—If any information required under subsection (a) has been included in another report or notification previously submitted to Congress by law, the Secretary of Defense may provide a list of such reports and notifications at the time of submitting the report required by subsection (a) in lieu of including such information in the report required by subsection (a).

(e) FORM.—Each report required under subsection (a) shall be submitted in unclassified form, but may contain a classified annex.

(f) REPEAL OF SUPERSEDED REQUIREMENT.—Section 1209 of the FY08 NDAA (122 Stat. 368) is repealed.

Program Description and Data

Information on the following 34 programs is provided in accordance with the Section 1211 reporting requirement. A brief description of each program is provided below, as well as the degree to which the requisite data is available or reported elsewhere (in lieu of its inclusion in this report per paragraph (d) of Section 1211).¹

Section 1211 Identified Programs

<i>Program Name and Description</i>	<i>Data Included in this Report?</i>
<p>1) Logistic Support for Allied Forces in Combined Operations (10 U.S.C. § 127(d))</p> <p>10 U.S.C. § 127(d) authorizes DoD, with the concurrence of the Secretary of State (SecState), to provide logistic support, supplies, and services (including transportation) to allied forces participating in a combined operation with U.S. forces.</p> <p><i>FY 2014: \$6.26 million</i> <i>FY 2015: \$22.40 million</i></p>	<p>More complete data is already provided via the program's annual report to Congress</p>
<p>2) Combatant Commander Initiative Fund (CCIF) (10 U.S.C. § 166a(b)(6))</p> <p>CCIF authorizes the Chairman of the Joint Chiefs of Staff to provide funds to Combatant Commanders to carry out activities related to humanitarian and civic assistance, and other purposes.</p> <p><i>FY 2014: \$0</i> <i>FY 2015: \$0</i></p>	<p>There were no applicable activities funded in FY 2014 or FY 2015</p>
<p>3) Wales Initiative Fund (WIF)²</p> <p>WIF enables DoD to conduct exchanges of ideas and practices with developing NATO partners to advance best practices in defense reform, and improve interoperability with U.S. forces and NATO, through engagement activities and payment of personnel-related expenses. Funds may also be used to support DoD-related costs, but not the purchase of any equipment.</p> <p><i>FY 2014: \$29.17 million</i> <i>FY 2015: \$23.95 million</i></p>	<p>Yes</p>
<p>4) Defense Institution Reform Initiative (DIRI)</p>	<p>Yes</p>

¹ DoD does not use 10 U.S.C. § 168 as specified in the legislation and, therefore, does not have any associated programs to reference herein.

² Total cost is not reflected in country-by-country tables because some expenditures were directed toward international and regional organizations.

DIRI enables DoD to engage with partner nations in their efforts to develop accountable, effective, and efficient defense governance institutions. Engagement is conducted through information-sharing activities and events (e.g., conferences, military-to-military engagements).

FY 2014: \$8.33 million

FY 2015: \$9.20 million

5) Defense Institute of International Legal Studies (DIILS)

DIILS enables DoD to promote institutional legal capacity through resident courses and mobile activities.

Bilateral and Regional³ –

FY 2014: \$1.048 million

FY 2015: \$0.904 million

Data on DIILS seminars conducted in accordance with statutory requirements for training foreign military units receiving assistance under other sections of Title 10 are addressed in reports to Congress on each relevant authority (e.g., 2282, GSCF, etc.). DIILS engagements that build institutional capacity are included herein.

6) Developing Country Combined Exercise Program (DCCEP) (10 U.S.C. § 2010)

10 U.S.C. § 2010 authorizes DoD to reimburse developing countries for certain incremental expenses, excluding normal pay and benefits, incurred when participating in a bilateral or multilateral military exercise with U.S. forces.

FY 2014: \$21.02 million

FY 2015: \$16.75 million

Yes

7) Joint Combined Exchange Training (JCET) (10 U.S.C. § 2011)

10 U.S.C. § 2011 authorizes DoD to pay the incremental expenses (e.g., fuel, ammunition) of friendly developing countries in conjunction with U.S. Special Operations Forces (SOF) training. Its primary purpose by law is meeting U.S. military training objectives.

FY 2014: \$56.16 million

FY 2015: \$68.23 million

More complete data is already provided via the program's annual report to Congress

³ Total cost is not reflected in country-by-country tables because expenditures were directed toward international and regional organizations.

8) Combating Terrorism Fellowship Program (CTFP) (10 U.S.C. § 2249c)

CTFP authorizes DoD to educate and train foreign military, defense, and security officials involved in the struggle against terrorism. These efforts are conducted at U.S. military educational institutions, regional centers, conferences, seminars, or as part of other established DoD education and training programs.

FY 2014: \$27.60 million

FY 2015: \$27.10 million

More complete data is already provided via the program's annual report to Congress

9) Building Capacity of Foreign Security Forces (10 U.S.C. § 2282)

10 U.S.C. § 2282 authorizes DoD to provide equipment, supplies, training, defense services, and small-scale military construction to build the capacity of foreign military forces to conduct counterterrorism (CT) operations or to participate in or support on-going allied or coalition military or stability operations; to build the capacity of a foreign country's national maritime or border security forces to conduct CT operations; or to build the capacity of a foreign country's national-level security forces that have a CT mission in order for such forces to conduct CT operations.

FY 2014: \$303.19 million

FY 2015: \$321.38 million

More complete data is already provided via congressional notifications and the program's annual report to Congress

10) Humanitarian Assistance (10 U.S.C. § 2561)

10 U.S.C. § 2561 authorizes DoD to use Overseas Humanitarian, Disaster, and Civic Aid funds for the purpose of providing transportation of humanitarian relief and assistance for other humanitarian purposes worldwide. The authority is not intended for foreign security forces assistance.

FY 2014: \$128.06 million

FY 2015: \$525.10 million

More complete data is already provided via the program's annual report to Congress

In addition, Defense Logistics Agency obligated \$115 million of FY15 humanitarian assistance funds in support of refugees and displaced persons.

- 11) Afghanistan Security Forces Fund (Section 1531 of the FY14 NDAA and Section 1532 of the FY15 NDAA)
- The Afghanistan Security Forces Fund authorizes DoD to provide Afghan security forces (military and police) equipment, supplies, services, training, and facility and infrastructure repair, renovation, construction, and funds.
- FY 2014: \$3.96 billion*
FY 2015: \$3.71 billion
- More complete data is already provided via the program's biannual report to Congress
- 12) State Partnership Program (Section 1205 of the NDAA for FY 2014 (as amended))
- Section 1205 authorizes the National Guard to support DoD security cooperation objectives by conducting a program of activities between the members of the National Guard of a State or territory and the military, security, or disaster/emergency response personnel of a foreign country.
- FY 2014: \$10.31 million*
FY 2015: \$13.07 million
- (Note: Data includes State Partnership Program activities, but does not include personnel costs associated with Bilateral Affairs Officers or other administrative costs, which are budgeted separately.)*
- More complete data is already provided via the program's FY 2014 and forthcoming FY 2015 annual report to Congress
- 13) Defense Institution Capacity Building Program, including the Ministry of Defense Advisors Program (MoDA) (Section 1081 of the FY12 NDAA (as amended))
- Section 1081 authorizes DoD to assign DoD civilian personnel as advisors to foreign ministries of defense or regional organizations with security missions to provide institutional, ministerial-level advice, and other training, in support of stabilization or post-conflict activities or core institutional capacity building. Beginning in FY16, it also authorizes training in civilian oversight of military forces, defense governance and internal controls, organizational assessments of organizational weaknesses, and management enhancement.
- FY 2014: \$12.7 million*
FY 2015: \$11.7 million
- More complete data is already provided via the program's annual report to Congress
- 14) Global Security Contingency Fund (GSCF) (Section 1207 of the FY12 NDAA (as amended))
- GSCF authorizes DoD and the Department of State (DoS) to provide assistance to enhance the capabilities of a
- More complete data is already provided via the program's annual report to Congress

country's national military forces and other national security forces that conduct border and maritime security, internal defense, and counterterrorism operations; to participate in or support military, stability, or peace operations consistent with U.S. foreign policy and national security interests; and to execute rule of law programs and stabilization efforts within the justice sector of key partner nations.

FY 2014:

DoD: \$45.20 million (DoS: \$4.80 million)

FY 2015:

DoD: \$63.87 million (DoS: \$15.96 million)

15) Coalition Support Fund (CSF) (Section 1233 of the FY08 NDAA (as amended))

CSF authorizes DoD to reimburse any key cooperating nation for logistical, military, and other support provided by that nation in support of U.S. overseas military operations in Iraq or Afghanistan. In addition, the Coalition Readiness Support Program, which includes the provision of specialized training, supplies, and procurement and loan of specialized equipment, is authorized by Section 1233.

FY 2014: \$1.26 billion

FY 2015: \$1.26 billion

More complete data is already provided via congressional notifications and the program's quarterly reports to Congress

16) Logistical Support for Coalition Forces Supporting U.S. Operations in Afghanistan and Iraq (Section 1234 of the FY08 NDAA (as amended))

Section 1234 authorizes DoD to provide supplies, services, transportation (including airlift and sealift), and other logistical support to coalition forces supporting U.S. military and stabilization operations in Afghanistan and Iraq if the support is essential to the success of the operations and the coalition forces would not be able to participate in such operations without the provision of the logistical support.

FY 2014: \$328.51 million

FY 2015: \$135.07 million

More complete data is already provided via the program's quarterly reports to Congress

17) DoD Assistance for Counternarcotic Activities by Certain Countries (Section 1033 of the FY98 NDAA (as amended))

Section 1033 authorizes DoD to provide non-lethal defense articles and services for counternarcotics purposes to

More complete data is already provided via the Section 1009, P.L. 112-239 Biannual Report to Congress

certain foreign governments, including the maintenance and repair of relevant equipment.

FY 2014: \$72.54 million

FY 2015: \$119.55 million

- 18) Additional Support for Counter-Drug Activities and Activities to Counter Transnational Organized Crime (Section 1004 of FY91 NDAA(as amended))

Section 1004 authorizes DoD to provide support to foreign governments for their counternarcotics activities, as well as support to other U.S. Government departments or agencies, or any State, local, or foreign law enforcement agency upon request. It does not authorize the provision of equipment.

FY 2014: \$377.10 million

FY 2015: \$280.35 million

More complete data is already provided via the Section 1009, P.L. 112-239 Biannual Report to Congress

Additional DoD Programs

Program Name and Description

- 1) Afghanistan Infrastructure Fund (Section 1217 of the FY11 NDAA (as amended)) – expired after FY 2015

Section 1217 authorized the Secretary of Defense and the Secretary of State to develop and carry out infrastructure projects in Afghanistan, including water, power, transportation projects, and other infrastructure projects in support of the counterinsurgency strategy in Afghanistan.

FY 2014: \$199.00 million

FY 2015: [n/a]

- 2) Attendance at Military Academies (10 U.S.C. § 4344, 6957, and 9344)

Each DoD Service Academy (U.S. Military Academy, U.S. Naval Academy, and U.S. Air Force Academy) may enroll a set number of partner nation prospective officer candidates to receive an undergraduate education. Their tuition is generally fully reimbursable, but may be waived, in whole or in part, under certain circumstances (e.g., for students from a developing country).

FY 2014: \$13.57 million

FY 2015: \$10.86 million

Data Included in this Report?

More complete data is already provided via the program's FY 2014 and forthcoming FY 2015 Annual Report to Congress

More complete data is already provided via the State Department's FY 2014/FY 2015 Joint Report to Congress

- 3) Aviation Leadership Program (ALP) (10 U.S.C. § 9381)
- 10 U.S.C. § 9381 authorizes the Secretary of the Air Force to establish and maintain a program to provide undergraduate pilot training to personnel of the air forces of friendly, less-developed countries. Training under ALP includes language training and programs to promote better awareness and understanding of the democratic institutions and social framework of the United States.
- FY 2014: \$2.50 million*
FY 2015: \$2.90 million
- More complete data is already provided via the State Department's FY 2014/FY 2015 Joint Report to Congress
- 4) Authority to Conduct Activities to Enhance the Capability of Foreign Countries to Respond to Incidents Involving Weapons of Mass Destruction (Section 1204 of the FY14 NDAA (as amended))
- Section 1204 authorizes DoD to provide assistance to the military and civilian first responder organizations of partner nations to respond effectively to potential incidents involving weapons of mass destruction (WMD).
- FY 2014: \$1.68 million*
FY 2015: \$9.75 million
- More complete data is already provided via the program's FY 2014/FY 2015 annual reports to Congress
- 5) Commanders' Emergency Response Program (CERP) (Section 1201 of the FY12 NDAA (as amended))
- CERP authorizes U.S. military commanders in Afghanistan to carry out small-scale projects to meet urgent humanitarian relief or reconstruction requirements within their areas of operation by carrying out projects that provide an immediate, direct benefit to the Afghan people.
- FY 2014: \$32.10 million*
FY 2015: \$11.05 million
- More complete data is already provided via the program's FY 2014/FY 2015 quarterly reports to Congress
- 6) DoD Cooperative Threat Reduction (CTR) Program (50 U.S.C. § 3701 et seq.)
- The DoD CTR Program authorizes DoD to provide training, equipment, technical assistance, infrastructure, and relevant services to assist foreign partners with the elimination and safe and secure transportation and storage of WMDs, weapons components, weapons-related materials, and associated delivery vehicles; the prevention of the proliferation of nuclear, chemical, and biological weapons, weapons components, weapons-related materials, technology, and expertise; the detection and reporting of highly pathogenic diseases; and the carrying
- More complete data is already provided via the program's FY 2014/FY 2015 Annual Reports to Congress

out of military-to-military and defense contacts for advancing the CTR Program mission.

FY 2014: \$566.50 million

FY 2015: \$365.10 million

- 7) Inter-European Air Forces Academy (Section 1268 of the FY15 NDAA)

Section 1268 authorizes the U.S. Air Force to operate the Inter-European Air Force Academy, an education and training facility for military personnel of countries that are members of NATO or signatories to the Partnership for Peace Framework Documents.

FY 2014: \$0

FY 2015: \$0

There were no activities funded in FY 2014 or FY 2015

- 8) Humanitarian and Civic Assistance (HCA) (10 U.S.C. § 401)

HCA authorizes DoD to carry out humanitarian and civic assistance activities in conjunction with authorized military operations of the armed forces if the Secretary determines that the activities will promote the security interests of the United States and the recipient country and operational readiness skills of the participating armed forces.

FY 2014: \$6.10 million

FY 2015: \$5.70 million

More complete data is already provided via the program's annual report to Congress

- 9) Humanitarian Assistance and Disaster Relief (10 U.S.C. § 402, 404, and 2557)

These provisions authorize DoD to carry out humanitarian assistance and disaster relief activities worldwide in response to manmade or natural disasters when necessary to prevent loss of lives or serious environmental harm.

FY 2014: \$0

FY 2015: \$0

There were no activities funded in FY 2014 or 2015

- 10) Humanitarian Demining Assistance (10 U.S.C. § 407)

This authority enables DoD to carry out humanitarian demining assistance in a country if the Secretary determines that the assistance will promote either: (a) the security interests of both the United States and the country in which the activities are to be carried out; or (b) the specific operational readiness skills of the members of the armed forces who participate in the activities.

FY 2014: \$8.16 million

FY 2015: \$7.50 million

More complete data is already provided via the program's FY 2014/FY 2015 annual report to Congress

11) Assistance to Counter the Islamic State in Iraq and the Levant (Section 1236 of the FY15 NDAA)

Section 1236 authorizes DoD to provide assistance (including training, equipment, logistics support, supplies and services, stipends, facility and infrastructure repair and renovation, and sustainment) to military and other security forces of Iraq (including Kurdish and tribal security forces or other local security forces), with a national security mission, to defend Iraq, its people, allies, and partner nations from the threat posed by the Islamic State of Iraq and the Levant (ISIL), and groups supporting ISIL.

FY 2014: [n/a]

FY 2015: \$1.68 billion

More complete data is already provided via the program's quarterly report to Congress

12) Assistance to the Vetted Syrian Opposition (Section 1209 of the FY15 NDAA)

Section 1209 authorizes DoD to provide assistance (i.e. training, equipment, supplies, stipends, construction of training and associated facilities, and sustainment) to vetted elements of the Syrian opposition and other appropriately vetted Syrian groups or individuals to: (a) defend the Syrian people from Islamic State attacks and secure territory controlled by the Syrian opposition; (b) protect the United States, its friends and allies, and the Syrian people from threats posed by terrorists in Syria; and (c) promote conditions for a negotiated settlement to end the conflict in Syria.

FY 2014: [n/a]

FY 2015: \$347.00 million

More complete data is already provided via the program's FY 2015 quarterly progress reports to Congress

13) Training of Security Forces and Associated Security Ministries of Foreign Countries to Promote Respect for the Rule of Law and Human Rights (Section 1206 of the FY 15 NDAA)

Section 1206 authorizes DoD to conduct human rights training of security forces and associated security ministries of foreign countries. Human rights training may include activities and expenses necessary for the conduct of training and assessments designed to further the purposes of this section, including technical assistance and other types of support for accountability.

FY 2014: [n/a]

FY 2015: \$1.26 million

More complete data regarding 1206(a) activities will be provided via the forthcoming FY 2015 annual report to Congress; no 1206(b) activities were funded in FY 2015

14) Transfer of Defense Articles and Services to Afghanistan
(Section 1222 of FY13 NDAA)

There were no activities
funded in FY 2014 or FY 2015

Section 1222 authorizes DoD, with the concurrence of the SecState, to transfer non-excess defense articles from DoD stocks, without reimbursement from the Government of Afghanistan, and provide defense services in connection with the transfer of such articles, to the military and security forces of Afghanistan to support efforts to restore and maintain peace and security.

FY 2014: \$0

FY 2015: \$0

Country-by-country Program Data

The following includes the specific programs used in each country in FY 2014 and FY 2015, and, if applicable, a description of the assistance and the cost.

Section 1211 Country Program Data

Afghanistan

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Activities with the International Security Assistance Forces/Combined Security Transition Command - Afghanistan (ISAF/CSTC-A) and Afghan Ministry of Defense (MoD) concerning professionalizing the force through development of a career-management capability.	\$425,228

Albania

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Initial scoping and design for a proposed program on policy and strategy, human resource management / force management, and resource management / procurement.	\$136,546
DCCEP	2014	Exercises related to deterrence and interoperability.	\$33,591
DCCEP	2015	Exercises related to deterrence and interoperability.	\$37,470

Algeria

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to degrading Violent Extremist Organizations (VEOs) in the Sahel-Maghreb and instability in Libya.	\$28,000
DCCEP	2015	Exercise related to degrading VEOs in the Sahel-Maghreb and instability in Libya.	\$12,500

Angola

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to interdicting illicit activity in the Gulf of Guinea (GoG) and Central Africa and peacekeeping operations.	\$48,100
DCCEP	2015	Exercises related to interdicting illicit activity in the GoG and Central Africa and peacekeeping operations.	\$125,000

Antigua & Barbuda

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to counterterrorism and maintaining access and freedom of movement.	\$135,034
DCCEP	2015	Exercise related to counterterrorism and maintaining access and freedom of movement.	\$180,182

Argentina

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to counterterrorism and maintaining access and freedom of movement.	\$34,056
DCCEP	2015	Exercise related to counterterrorism and maintaining access and freedom of movement.	\$53,769

Armenia

Program	Fiscal Year	Description	Cost
WIF	2014/2015	Eight military exercises and exchanges, including a NATO Response Force (NRF) exercise and logistics exchange (LOGEX); Civil-Military Emergency Preparedness (CMEP) program table top exercise (TTX) series to improve interagency coordination for crisis management and enhanced emergency preparedness; and Defense Institution Building (DIB) activities with the Ministry of Defense (MoD) and General Staff (GS) focused on support to Armenia's Strategic Defense Review (SDR).	\$1,190,568
WIF	2014	Participation in the Advanced Distributed Learning working group (WG) to share content, tools, and methods to support technology-based defense education.	\$10,000
WIF	2014	Defense Education Enhancement Program (DEEP), aimed to familiarize NATO partners with Western teaching methodology and military education delivery/design/implementation and to develop interoperability with the U.S. Armed Forces.	\$223,000
WIF	2014	Participation in the Regional Stability in the South Caucasus Study Group to enhance policy-oriented dialogue to pursue a mutual exchange of ideas with a focus on relevant regional topics.	\$12,100
WIF	2014	Participation in the Security Sector Reform WG on developing educational material to support gender integration in the military.	\$5,169

Program	Fiscal Year	Description	Cost
WIF	2015	South Caucasus Multilateral Dialogue to facilitate multilateral talks with staff from Armenia, Azerbaijan, and Georgia to build confidence and foster security dialogue.	\$5,033
WIF	2015	Participation in the seminar on 21 st -Century transnational security challenges for members of Parliaments from countries in the Black Sea, Southeast Europe, and Central Asia regions.	\$6,460
WIF	2015	Participation in the Advanced Distributed Learning WG to share content, tools, and methods to support technology-based defense education.	\$3,615
WIF	2015	Defense Education Enhancement Program (DEEP), aimed to familiarize NATO partners with Western teaching methodology and military education delivery/design/implementation and to develop interoperability with the U.S. Armed Forces.	\$300,200
WIF	2015	Participation in the Regional Stability in the South Caucasus Study Group to enhance policy-oriented dialogue to pursue a mutual exchange of ideas with a focus on relevant regional topics.	\$7,611
WIF	2015	Participation in the Security Sector Reform WG on developing educational material to support gender integration in the military.	\$2,844
DCCEP	2014	Exercises related to deterrence and interoperability.	\$104,510

Azerbaijan

Program	Fiscal Year	Description	Cost
WIF	2014/2015	Seven military exercises and exchanges as well as DIB engagements with the MoD and GS focused on standing up a new "J5" organization, human resource management, and maritime security.	\$1,357,085
WIF	2014	Participation in the Advanced Distributed Learning working group (WG) to share content, tools, and methods to support technology-based defense education.	\$10,000
WIF	2014	Defense Education Enhancement Program (DEEP), aimed to familiarize NATO partners with Western teaching methodology and military education delivery/design/implementation and to develop interoperability with the U.S. Armed Forces.	\$223,000
WIF	2014	Regional Stability in the South Caucasus Study Group to enhance policy-oriented dialogue to pursue a mutual exchange of ideas with a focus on relevant regional topics.	\$12,100

Program	Fiscal Year	Description	Cost
WIF	2014	Participation in the Security Sector Reform WG on developing educational material to support gender integration in the military.	\$5,169
WIF	2015	South Caucasus Multilateral Dialogue to facilitate multilateral talks with staff from Armenia, Azerbaijan, and Georgia to foster confidence and security dialogue.	\$5,033
WIF	2015	NATO Advanced Research Workshop on Central Asia for improved understanding and increased interoperability.	\$11,280
WIF	2015	Participation in the Advanced Distributed Learning working group (WG) to share content, tools, and methods to support technology-based defense education.	\$3,615
WIF	2015	Defense Education Enhancement Program (DEEP), aimed to familiarize NATO partners with Western teaching methodology and military education delivery/design/implementation and to develop interoperability with the U.S. Armed Forces.	\$300,200
WIF	2015	Regional Stability in the South Caucasus Study Group to enhance policy-oriented dialogue to pursue a mutual exchange of ideas with a focus on relevant regional topics.	\$7,611
WIF	2015	Participation in the Security Sector Reform WG on developing educational material to support gender integration in the military.	\$2,844
DCCEP	2014	Exercises related to deterrence and interoperability.	\$168,233

Barbados

Program	Fiscal Year	Description	Cost
DCCEP	2015	Exercise related to Foreign Humanitarian Assistance/Disaster Relief (HA/DR) and Countering Transnational Criminal Organizations (TCOs).	\$185,044

The Bahamas

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises to enhance cooperative defense and counter TCOs.	\$27,886
DCCEP	2015	Exercises to enhance cooperative defense and counter TCOs.	\$39,918

Bangladesh

Program	Fiscal Year	Description	Cost
DIILS	2014	Seminar to enhance border security capacity, focusing on preventing the illicit flow of persons and goods.	\$24,000
DCCEP	2014	Exercises related to maritime domain awareness and HA/DR.	\$118,255
DCCEP	2015	Exercises related to maritime domain awareness and HA/DR.	\$100,937

Belize

Program	Fiscal Year	Description	Cost
DIILS	2015	Conducted a seminar for enlisted personnel on operational law and human rights to help Belize create a corps of military lawyers and paralegals.	\$7,000
DCCEP	2014	Exercises related to HA/DR and CT.	\$418,828
DCCEP	2015	Exercises related to HA/DR and CT.	\$225,873

Benin

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to interdicting illicit activity in the GoG and Central Africa and peacekeeping operations.	\$68,100
DCCEP	2015	Exercises related to interdicting illicit activity in the GoG and Central Africa and peacekeeping operations.	\$64,867

Bosnia-Herzegovina

Program	Fiscal Year	Description	Cost
WIF	2014/2015	Six military exercises and exchanges, CMEP engagement on flood response, and DIB engagements with the MoD focused on human resource management and resource management.	\$1,072,174
WIF	2014	Disaster Preparedness and Response conference on inter-ministerial and regional collaboration to prepare and respond to disasters and civil emergencies.	\$13,875
WIF	2014	Transnational Criminal Threats seminar to detail the complex nature of transnational criminal activity in Southeast Europe, highlighting the importance of cooperative approaches in countering such activity/organizations.	\$11,525

Program	Fiscal Year	Description	Cost
WIF	2014	Regional Stability in the South Caucasus Study Group to enhance policy-oriented dialogue to pursue a mutual exchange of ideas with a focus on relevant regional topics.	\$7,917
WIF	2015	Seminar for Parliamentarians on the role of Parliament in security sector governance, including contributions to the development, coordination, and implementation of security policy in accordance with democratic civilian-military relations.	\$19,600
WIF	2015	Peace and Stability Operations Training and Education to discuss participating countries' efforts to institutionalize expertise in strategic-level education of military/civilian officials in international peace and stability operations.	\$6,100
WIF	2015	National Strategy and Strategic Defense Review (SDR) Implementation seminar to assist in the development and implementation of national SDRs within the context of cooperative regional partnerships.	\$10,100
WIF	2015	NATO Advanced Research Workshop on Central Asia for improved understanding and increased interoperability.	\$11,280
WIF	2015	Regional Stability in South East Europe Study Group to pursue a mutually beneficial exchange of ideas with a focus on relevant regional topics.	\$8,250
DCCEP	2014	Exercise related to deterrence and interoperability.	\$11,271
DCCEP	2015	Exercise related to deterrence and interoperability.	\$2,698

Botswana

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Series of workshops to support multi-year capability planning, including accounting for life cycle costs.	\$527,743
DIILS	2014/2015	Series of workshops to support modernizing the legal authorities of the Botswana Defense Forces. Workshops addressed issues such as operational authorities, military justice, personnel administration and discipline, and gender integration.	\$166,000
DCCEP	2014	Exercise related to peacekeeping operations.	\$61,208
DCCEP	2015	Exercise related to peacekeeping operations.	\$36,285

Brazil

Program	Fiscal Year	Description	Cost
DIILS	2014	Legal subject matter expert exchange with Brazilian Navy lawyers.	\$5,000
DCCEP	2014	Exercise related to HA/DR.	\$52,500
DCCEP	2015	Exercise related to HA/DR.	\$11,273

Bulgaria

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to deterrence and interoperability.	\$467,659
DCCEP	2015	Exercises related to deterrence and interoperability.	\$712,045

Burkina Faso

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to degrading VEOs in the Sahel-Maghreb, instability in Libya, and containing Boko Haram.	\$107,100
DCCEP	2015	Exercises related to degrading VEOs in the Sahel-Maghreb, instability in Libya, and containing Boko Haram.	\$78,062

Burma

Program	Fiscal Year	Description	Cost
DIILS	2014/2015	Engagements with military officers, including MoD staff lawyers and educators from several defense schools, on international human rights norms.	\$40,000

Burundi

Program	Fiscal Year	Description	Cost
DIILS	2015	Discussed best practices of investigating human rights law violations with defense officials in the wake of allegations of human rights violations against peace-keepers from Burundi.	\$7,000
DCCEP	2014	Exercise related to the African Union Mission to Somalia (AMISOM) and neutralizing al-Shabaab.	\$85,400
DCCEP	2015	Exercise related to the African Union Mission to Somalia (AMISOM) and neutralizing al-Shabaab.	\$78,062

Cabo Verde

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to interdicting illicit activity in the GoG and Central Africa.	\$30,500
DCCEP	2015	Exercise related to interdicting illicit activity in the GoG and Central Africa.	\$13,000

Cambodia

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Engagements with Cambodian defense personnel to enhance strategic planning capacity.	\$326,827
DIILS	2014/2015	Exchanges on human rights, international humanitarian law, and military justice with the Royal Cambodian Armed Forces.	\$22,000
DCCEP	2014	Exercise related to peacekeeping operations.	\$76,292
DCCEP	2015	Exercises related to peacekeeping operations and HA/DR.	\$202,531

Cameroon

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to interdicting illicit activity in the GoG and Central Africa and containing Boko Haram.	\$245,100
DCCEP	2015	Exercises related to interdicting illicit activity in the GoG and Central Africa and containing Boko Haram.	\$158,232

Chad

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to degrading VEOs in the Sahel-Maghreb, instability in Libya, and containing Boko Haram.	\$160,500
DCCEP	2015	Exercises related to degrading VEOs in the Sahel-Maghreb, instability in Libya, and containing Boko Haram.	\$286,634

Chile

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Engagements with the MoD to support the development of modern resource management and capability planning practices in anticipation of a pending defense budget law that will require the defense sector to submit an integrated, multi-year budget.	\$739,019
DCCEP	2014	Exercises related to HA/DR and CT.	\$645,300

Colombia

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Engagements with the MoD to support the establishment of processes to 1) prepare a consolidated defense budget; 2) monitor readiness across the Armed Forces; 3) track the expected service life of all major equipment items; 4) project the long-term affordability of the force's investment portfolio; and 5) identify gaps in enabling capabilities.	\$4,303,903
DCCEP	2014	Exercises related to counterterrorism.	\$1,011,736
DCCEP	2015	Exercise related to counterterrorism.	\$336,268

Comoros

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to interdicting illicit activity in the GoG and Central Africa.	\$17,464

Costa Rica

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to CT and countering TCOs.	\$142,074
DCCEP	2015	Exercise related to CT and countering TCOs.	\$115,800

Côte d'Ivoire

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to interdicting illicit activity in the GoG and Central Africa and peacekeeping operations.	\$68,100
DCCEP	2015	Exercises related to Interdicting illicit activity in the GoG and Central Africa and peacekeeping operations.	\$64,867

Democratic Republic of the Congo

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Engagements with MoD and Chief of Defense (CHOD) personnel to support the development of a Logistics Sustainment Manual for the military.	\$258,810
DCCEP	2014	Exercises related to interdicting illicit activity in the GoG and Central Africa and peacekeeping operations.	\$48,100
DCCEP	2015	Exercises related to interdicting illicit activity in the GoG and Central Africa and peacekeeping operations.	\$130,232

Djibouti

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to AMISOM and neutralizing al-Shabaab as well as maintaining access and freedom of movement.	\$41,064
DCCEP	2015	Exercise related to AMISOM and neutralizing al-Shabaab.	\$51,000

Dominica

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to countering TCOs.	\$72,744
DCCEP	2015	Exercises related to HA/DR and countering TCOs.	\$129,680

Dominican Republic

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to enhancing regional security and countering TCOs.	\$310,774
DCCEP	2015	Exercise related to enhancing regional security and countering TCOs.	\$249,331

Egypt

Program	Fiscal Year	Description	Cost
DIILS	2014	Engagement to discuss legal frameworks for border security with particular attention to the maritime domain.	\$3,000
DCCEP	2014	Exercises related to maintaining access and freedom of movement and enhancing regional security.	\$8,735
DCCEP	2015	Exercises related to maintaining access and freedom of movement and enhancing regional security.	\$2,684

El Salvador

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Engagements with the MoD to support the implementation of best practices with regard to budget and acquisition processes.	\$168,800
DCCEP	2014	Exercise related to CT and countering TCOs.	\$154,127
DCCEP	2015	Exercise related to CT and countering TCOs.	\$228,865

Ethiopia

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to AMISOM and neutralizing al-Shabaab and peacekeeping operations.	\$12,000

Fiji

Program	Fiscal Year	Description	Cost
DCCEP	2015	Exercise related to HA/DR.	\$18,265

Gabon

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to interdicting illicit activity in the GoG and Central Africa and peacekeeping operations.	\$121,500
DCCEP	2015	Exercises related to interdicting illicit activity in the GoG and Central Africa and peacekeeping operations.	\$251,090

Georgia

Program	Fiscal Year	Description	Cost
WIF	2014/2015	Ten military exercises and exchanges, CMEP events on disaster preparedness and crisis management, and DIB engagements with the MoD focused on human resource management, acquisition and procurement policies and processes, and budgeting.	\$2,429,241
WIF	2014	Energy Future and Security Seminar on energy security in Central Asia, the Caucasus, Caspian Sea, and Black Sea regions.	\$18,100
WIF	2014	Language Training and Testing Exchange to support technical professional exchanges.	\$5,300
WIF	2014	Participation in the Advanced Distributed Learning working group (WG) to share content, tools, and methods to support technology-based defense education.	\$10,000

Program	Fiscal Year	Description	Cost
WIF	2014	Defense Education Enhancement Program (DEEP), aimed to familiarize NATO partners with Western teaching methodology and military education delivery/design/implementation and to develop interoperability with the U.S. Armed Forces.	\$223,000
WIF	2014	Regional Stability in the South Caucasus Study Group to enhance policy-oriented dialogue and a mutual exchange of ideas with a focus on relevant regional topics.	\$12,100
WIF	2014	Participation in the Security Sector Reform WG on developing educational material to support gender integration in the military.	\$5,169
WIF	2015	South Caucasus Multilateral Dialogue to facilitate multilateral talks with staff from Armenia, Azerbaijan, and Georgia to build confidence and foster security dialogue.	\$5,033
WIF	2015	Parliamentarian Seminar for representatives of Georgia and Ukraine to enhance strategic security-policy dialogue between the countries.	\$31,650
WIF	2015	Participation in the Advanced Distributed Learning working group (WG) to share content, tools, and methods to support technology-based defense education.	\$3,615
WIF	2015	Defense Education Enhancement Program (DEEP), aimed to familiarize NATO partners with Western teaching methodology, military education delivery/design/implementation, and to develop interoperability with the U.S. Armed Forces.	\$300,200
WIF	2015	Regional Stability in the South Caucasus Study Group to enhance policy-oriented dialogue and a mutual exchange of ideas with a focus on relevant regional topics.	\$7,611
WIF	2015	Participation in the Security Sector Reform WG on developing educational material to support gender integration in the military.	\$2,844

Ghana

Program	Fiscal Year	Description	Cost
DIRI	2015	Engagements to support Ghana's efforts to strengthen maritime security in the GoG.	\$213,218
DCCEP	2014	Exercises related to interdicting illicit activity in the GoG and Central Africa and peacekeeping operations.	\$68,100

DCCEP	2015	Exercises related to interdicting illicit activity in the GoG and Central Africa and peacekeeping operations.	\$64,867
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Grenada

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to HA/DR and maintaining access and freedom of movement.	\$84,237
DCCEP	2015	Exercise related to HA/DR and maintaining access and freedom of movement.	\$153,535

Guatemala

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Engagements with the MoD to support the development of defense policies, transparent defense budget and execution processes, and professional military education.	\$1,061,098
DIILS	2014/2015	FY14 workshop on comparative approaches to ensuring adherence to International Humanitarian Law and International Human Rights Law. Launched a multi-year effort in FY15 to support the development of a military legal corps and enhancement of the military justice system.	\$10,000
DCCEP	2014	Exercise related to countering TCOs and enhancing regional security.	\$276,747
DCCEP	2015	Exercise related to countering TCOs and enhancing regional security.	\$209,319

Guinea

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Engagements to support the development of a National Defense Strategy and the development of capability planning skills within the MoD to identify the requisite capabilities to support its implementation.	\$1,100,255
DCCEP	2014	Exercise related to peacekeeping operations.	\$2,000

Guyana

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to HA/DR and countering TCOs.	\$78,585
DCCEP	2015	Exercise related to HA/DR and countering TCOs.	\$185,765

Haiti

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to maintaining access and freedom of movement.	\$47,359
DCCEP	2015	Exercise related to HA/DR and countering TCOs.	\$139,526

Honduras

Program	Fiscal Year	Description	Cost
DIILS	2014	Workshop on comparative approaches to ensuring adherence to International Humanitarian Law and International Human Rights Law.	\$10,000
DCCEP	2014	Exercise related to CT and enhancing regional security.	\$298,997
DCCEP	2015	Exercise related to CT and enhancing regional security.	\$247,784

India

Program	Fiscal Year	Description	Cost
DIRI	2015	Support to the MoD on logistics and supply chain management.	\$72,774
DCCEP	2014	Exercise related to counterterrorism.	\$50,370
DCCEP	2015	Exercise related to counterterrorism.	\$112,064

Indonesia

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Engagements to support long-term military planning, including budget and force structure models, life cycle costing, and operational cost analysis, as well as mapping the planning and defense strategy processes.	\$2,236,846
DIILS	2015	Engagement to determine the appropriate scope of future legal engagements.	\$5,000
DCCEP	2014	Exercises related to maritime domain awareness and peacekeeping.	\$1,055,164
DCCEP	2015	Exercise related to maritime domain awareness and peacekeeping.	\$440,145

Jamaica

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to HA/DR and countering TCOs.	\$171,848
DCCEP	2015	Exercise related to HA/DR and countering TCOs.	\$222,133

Jordan

Program	Fiscal Year	Description	Cost
DIILS	2014	Engagement with Jordanian Armed Forces to address human rights, refugee, and use-of-force issues.	\$11,000
DCCEP	2014	Exercise related to maintaining access and freedom of movement and enhancing regional security.	\$2,377,396
DCCEP	2015	Exercise related to maintaining access and freedom of movement and enhancing regional security.	\$2,440,264

Kazakhstan

Program	Fiscal Year	Description	Cost
WIF	2014/2015	DIB engagements focused on human resource management, training management, and logistics to support MoD effort to transition the Armed Forces to an all-volunteer force.	\$1,506,975
WIF	2014/2015	Military exchanges and engagements focused on regional stability, counter-proliferation, professional military education, support to peacekeeping operations, and developing a special operations force (SOF) capability.	\$3,100,000
WIF	2014	Workshop on Border Security and Counter Illicit Trafficking in Central Asia.	\$10,033
WIF	2014	Peace Support Operations Seminar.	\$1,500
WIF	2014	Central Asian Perspectives on Regional Security workshop.	\$39,100
WIF	2014	Regional Stability in the South Caucasus Study Group to enhance a policy-oriented dialogue to pursue a mutual exchange of ideas with a focus on relevant regional topics.	\$12,100
WIF	2015	Land Forces Symposium with Central and South Asian participants to discuss cooperation opportunities in security areas of mutual concern.	\$7,000
WIF	2015	NATO Advanced Research Workshop on Central Asia for improved understanding and increased interoperability.	\$11,280
WIF	2015	Bilateral workshop on hard and soft power approaches to irregular warfare.	\$18,000
WIF	2015	Bilateral workshop to discuss strategic approaches to countering violent extremism and addressing the challenge of returning foreign fighters.	\$20,700
WIF	2015	Participation in a multilateral Peace Support Operations (PSO) workshop.	\$13,000

Program	Fiscal Year	Description	Cost
WIF	2015	Seminar on Civil Security and Emergency Response to discuss crisis response and recovery best practices.	\$39,100
WIF	2015	Seminar on topics related to Kazakhstan's international role.	\$31,300
WIF	2015	Regional Stability in the South Caucasus Study Group to enhance policy-oriented dialogue to pursue a mutual exchange of ideas with a focus on relevant regional topics.	\$7,611

Kenya

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Engagements to support the development of a comprehensive approach to border security.	\$195,091
DCCEP	2014	Exercise related to AMISOM and neutralizing al-Shabaab.	\$137,500
DCCEP	2015	Exercise related to AMISOM and neutralizing al-Shabaab.	\$199,600

Kosovo

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Engagements related to the Kosovo government's first post-independence review of security sector roles, missions, and capabilities.	\$1,234,836
WIF	2014	Disaster Preparedness and Response conference to discuss inter-ministerial and regional collaboration to prepare and respond to disasters and civil emergencies.	\$13,875
WIF	2014	Transnational Criminal Threats seminar to detail the complex nature of transnational criminal activity in Southeast Europe, highlighting the importance of cooperative approaches and policy tools in countering such activity/organizations.	\$11,525
WIF	2014	Regional Stability in South East Europe Study Group to support a policy-oriented dialogue to pursue a mutually beneficial exchange of ideas with a focus on relevant regional topics.	\$7,917
WIF	2015	Peace and Stability Operations Training and Education to discuss participating countries' efforts to institutionalize expertise in strategic-level education of military/civilian officials in international peace and stability operations.	\$6,100

Program	Fiscal Year	Description	Cost
WIF	2015	National Strategy and Strategic Defense Review (SDR) Implementation seminar to assist in the development and implementation of national SDRs within the context of cooperative regional partnerships.	\$10,100
WIF	2015	Participation in the seminar on 21 st -Century transnational security challenges for members of Parliaments from countries in the Black Sea, Southeast Europe, and Central Asia regions.	\$6,460
WIF	2015	NATO Advanced Research Workshop on Central Asia for improved understanding and increased interoperability.	\$11,280
WIF	2015	Regional Stability in South East Europe Study Group to support a policy-oriented dialogue to pursue a mutually beneficial exchange of ideas with a focus on relevant regional topics.	\$8,250
DCCEP	2014	Exercises related to deterrence and interoperability.	\$36,950
DCCEP	2015	Exercises related to deterrence and interoperability.	\$2,133

Kuwait

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Engagements related to initiating a National Cyber Security Strategy.	\$49,454

Kyrgyzstan

Program	Fiscal Year	Description	Cost
WIF	2014	DIB engagements related to resource management, strategy and policy, and doctrine development.	\$126,462
WIF	2014	Military-to-military exchanges on CT, counternarcotics, border security, and peacekeeping operations.	\$370,000
WIF	2014	Workshop on Border Security and Counter Illicit Trafficking in Central Asia.	\$10,033
WIF	2014	Workshop to address political, legal, administrative, and training challenges related to deploying forces on UN peacekeeping missions.	\$15,550
WIF	2015	NATO Advanced Research Workshop on Central Asia for improved understanding and increased interoperability.	\$11,280

Laos

Program	Fiscal Year	Description	Cost
DCCEP	2015	Exercise related to HA/DR.	\$9,351

Latvia

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to deterrence and interoperability.	\$341,320

Lebanon

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Engagements with MoD and Lebanese Armed Forces to support efforts to improve their ability to plan, acquire, and sustain defense capabilities.	\$1,368,364
DIILS	2014/2015	Engagements with Lebanese Armed Forces on the Law of Armed Conflict and Human Rights compliance in protecting refugees and combating insurgence groups.	\$34,000
DCCEP	2014	Exercise related to maintaining access and freedom of movement and conducting security cooperation operations.	\$235,106
DCCEP	2015	Exercise related to maintaining access and freedom of movement and conducting security cooperation operations.	\$185,610

Lesotho

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise relating to peacekeeping operations.	\$61,208

Liberia

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Engagements with the MoD to support the development of logistics and vehicle maintenance policies.	\$504,661

Libya

Program	Fiscal Year	Description	Cost
DIRI	2014	Initial analysis and engagement on strategy and policy in support of General Purpose Force planning.	\$167,350
DCCEP	2014	Exercise related to degrading VEOs in the Sahel-Maghreb and instability in Libya.	\$4,000

Lithuania

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to deterrence and interoperability.	\$332,857

Macedonia

Program	Fiscal Year	Description	Cost
WIF	2014/2015	Five military exercises and exchanges, CMEP events on disaster preparedness and crisis management, and DIB engagements with the MoD focused on human resource management, resource management, and logistics.	\$912,617
WIF	2014	Southeast Europe Counter Corruption conference to increase awareness of international anti-corruption programs, explore best practices for countering corruption, illuminate opportunities for regional collaboration, and assess current counter-corruption initiatives.	\$10,800
WIF	2014	Disaster Preparedness and Response conference related to inter-ministerial and regional collaboration to prepare and respond to disasters and civil emergencies.	\$13,875
WIF	2014	Transnational Criminal Threats seminar to discuss the complex nature of transnational criminal activity in Southeast Europe and highlight the importance of cooperative approaches and policy tools in countering such activity/organizations.	\$11,525
WIF	2014/2015	Regional Stability in South East Europe Study Group to support a policy-oriented dialogue to pursue a mutually beneficial exchange of ideas with a focus on relevant regional topics.	\$7,917
WIF	2014	Participation in the Security Sector Reform WG on developing educational material to support gender integration in the military.	\$5,169
WIF	2015	Peace and Stability Operations Training and Education to discuss participating countries' efforts to institutionalize expertise in strategic-level education of military/civilian officials in international peace and stability operations.	\$6,100
WIF	2015	National Strategy and Strategic Defense Review (SDR) Implementation seminar to assist in the development and implementation of national SDRs within the context of cooperative regional partnerships.	\$10,100

Program	Fiscal Year	Description	Cost
WIF	2015	Participation in the seminar on 21 st -Century transnational security challenges for members of Parliaments from countries in the Black Sea, Southeast Europe, and Central Asia regions.	\$6,460
WIF	2015	NATO Advanced Research Workshop on Central Asia for improved understanding and increased interoperability.	\$11,280
WIF	2015	Regional Stability in South East Europe Study Group to support a policy-oriented dialogue to pursue a mutually beneficial exchange of ideas with a focus on relevant regional topics.	\$8,250
WIF	2015	Participation in the Security Sector Reform WG on developing educational material to support gender integration in the military.	\$2,844
DCCEP	2014	Exercises related to deterrence and interoperability.	\$57,868
DCCEP	2015	Exercises related to deterrence and interoperability.	\$1,498

Madagascar

Program	Fiscal Year	Description	Cost
DCCEP	2015	Exercise related to peacekeeping operations.	\$51,000

Malawi

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to peacekeeping operations.	\$197,750
DCCEP	2015	Exercise related to peacekeeping operations.	\$36,285

Malaysia

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to maritime domain awareness and peacekeeping.	\$1,446,299
DCCEP	2015	Exercises related to maritime domain awareness and peacekeeping.	\$683,437

Mali

Program	Fiscal Year	Description	Cost
DIRI	2015	Engagements to enhance the MoD's oversight and management of Mali's Armed Forces.	\$274,025
DIILS	2015	Conducted an assessment focused on the military justice system, operational legal advisor capacity, and the Inspector General Corps.	\$14,000

Mauritania

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to degrading VEOs in the Sahel-Maghreb and instability in Libya.	\$117,600
DCCEP	2015	Exercise related to degrading VEOs in the Sahel-Maghreb and instability in Libya.	\$121,085

Mauritius

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to interdicting illicit activity in the GoG and Central Africa.	\$34,928
DCCEP	2015	Exercise related to interdicting illicit activity in the GoG and Central Africa.	\$51,000

Mexico

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises to enhance cooperative defense and counter TCOs.	\$259,212
DCCEP	2015	Exercises to enhance cooperative defense and counter TCOs.	\$286,094

Moldova

Program	Fiscal Year	Description	Cost
WIF	2014/2015	Ten military exercises and exchanges, a CMEP event on emergency operations, and DIB engagements with the MoD focused on defense planning.	\$836,829
WIF	2014	Seminar to discuss security sector reform and its role in European integration aspirations and goals.	\$79,400
WIF	2014	Seminar for English Language Teaching Faculty on ways to enhance speaking and writing skills.	\$4,024
WIF	2014	Participation in the Advanced Distributed Learning working group (WG) to share content, tools, and methods to support technology-based defense education.	\$10,000
WIF	2014	Defense Education Enhancement Program (DEEP), aimed to familiarize NATO partners with Western teaching methodology and military education delivery/design/implementation and to develop interoperability with the U.S. Armed Forces.	\$223,000
WIF	2014	Regional Stability in the South Caucasus Study Group to enhance policy-oriented dialogue to pursue a mutual exchange of ideas with a focus on relevant regional topics.	\$12,100

Program	Fiscal Year	Description	Cost
WIF	2014	Regional Stability in South East Europe Study Group to support a policy-oriented dialogue to pursue a mutually beneficial exchange of ideas with a focus on relevant regional topics.	\$7,917
WIF	2014	Participation in the Security Sector Reform WG on developing educational material to support gender integration in the military.	\$5,169
WIF	2015	Senior Leaders Seminar on security sector reform.	\$32,500
WIF	2015	Participation in the seminar on 21 st -Century transnational security challenges for members of Parliaments from countries in the Black Sea, Southeast Europe, and Central Asia regions.	\$6,460
WIF	2015	Workshop to support development of a National Security Strategy.	\$7,700
WIF	2015	Participation in the Advanced Distributed Learning working group (WG) to share content, tools, and methods to support technology-based defense education.	\$3,615
WIF	2015	Defense Education Enhancement Program (DEEP), aimed to familiarize NATO partners with Western teaching methodology and military education delivery/design/implementation and to develop interoperability with the U.S. Armed Forces.	\$300,200
WIF	2015	Regional Stability in the South Caucasus Study Group to enhance policy-oriented dialogue to pursue a mutual exchange of ideas with a focus on relevant regional topics.	\$7,611
WIF	2015	Regional Stability in South East Europe Study Group to support a policy-oriented dialogue to pursue a mutually beneficial exchange of ideas with a focus on relevant regional topics.	\$8,250
WIF	2015	Participation in the Security Sector Reform WG on developing educational material to support gender integration in the military.	\$2,844
DCCEP	2014	Exercises related to deterrence and interoperability.	\$3,298
DCCEP	2015	Exercises related to deterrence and interoperability.	\$3,272

Mongolia

Program	Fiscal Year	Description	Cost
WIF	2015	CMEP events on disaster readiness and preparedness.	\$150,000
WIF	2015	Security Sector Capacity Building – Peace Support Operations Workshop to discuss issues and challenges in deploying forces on UN PSO missions.	\$13,000
WIF	2015	Stability Operations Seminar.	\$5,150
DIILS	2015	Initial scoping visit to develop a project to build a legal advisor capacity within the Mongolian Armed Forces.	\$50,000
DCCEP	2014	Exercises related to maintaining access and freedom of movement, enhancing regional security, and peacekeeping.	\$523,065
DCCEP	2015	Exercises related to maintaining access and freedom of movement, enhancing regional security, peacekeeping, and HA/DR.	\$569,560

Montenegro

Program	Fiscal Year	Description	Cost
WIF	2014/2015	Five military exercises and exchanges, CMEP events on emergency operations and emergency preparedness, and DIB engagements with the MoD focused on implementing the 2013 Strategic Defense Review (SDR).	\$842,517
WIF	2014	Seminar for Members of Parliament from the Western Balkans to discuss the development of security policies in accordance with democratic civilian-military relations.	\$6,400
WIF	2014	Southeast Europe Counter Corruption conference to increase awareness of international anti-corruption programs, explore best practices for countering corruption, illuminate opportunities for regional collaboration, and assess current counter-corruption initiatives.	\$10,800
WIF	2014	Disaster Preparedness and Response conference to discuss inter-ministerial and regional collaboration to prepare and respond to disasters and civil emergencies.	\$13,875
WIF	2014	Participation in the Security Sector Reform WG on developing educational material to support gender integration in the military.	\$5,169

Program	Fiscal Year	Description	Cost
WIF	2015	Peace and Stability Operations Training and Education to discuss participating countries' efforts to institutionalize expertise in strategic-level education of military/civilian officials in international peace and stability operations.	\$6,100
WIF	2015	National Strategy and Strategic Defense Review (SDR) Implementation seminar to assist in the development and implementation of national SDRs within the context of cooperative regional partnerships.	\$10,100
WIF	2015	Participation in the seminar on 21 st -Century transnational security challenges for members of Parliaments from countries in the Black Sea, Southeast Europe, and Central Asia regions.	\$6,460
WIF	2015	NATO Advanced Research Workshop on Central Asia for improved understanding and increased interoperability.	\$11,280
WIF	2015	Participation in the Security Sector Reform WG on developing educational material to support gender integration in the military.	\$2,844
DCCEP	2015	Exercises related to deterrence and interoperability.	\$2,478

Morocco

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to peacekeeping operations, maintaining access and freedom of movement, and enhancing regional security	\$441,450
DCCEP	2015	Exercises related to peacekeeping operations, maintaining access and freedom of movement and enhancing regional security	\$232,814

Mozambique

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to peacekeeping operations.	\$34,928
DCCEP	2015	Exercise related to peacekeeping operations.	\$36,285

Namibia

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to peacekeeping operations.	\$61,208
DCCEP	2015	Exercise related to peacekeeping operations.	\$36,285

Nepal

Program	Fiscal Year	Description	Cost
DCCEP	2015	Exercise related to HA/DR.	\$17,813

Nicaragua

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to CT and countering TCOs.	\$96,123
DCCEP	2015	Exercise related to CT and countering TCOs.	\$51,366

Niger

Program	Fiscal Year	Description	Cost
DIRI	2015	Engagements to support the MoD's desire to use its limited human, material, and financial resources more effectively as it seeks to combat transnational threats. Specific engagements have focused on the defense budget and development of a readiness reporting system.	\$369,816
DCCEP	2014	Exercise related to degrading VEOs in the Sahel-Maghreb and instability in Libya.	\$302,600
DCCEP	2015	Exercise related to degrading VEOs in the Sahel-Maghreb and instability in Libya.	\$78,062

Nigeria

Program	Fiscal Year	Description	Cost
DIRI	2015	Engagement related to initial research and scoping to support MoD policy and strategy efforts.	\$130,880
DIILS	2014/2015	Engagement related to international humanitarian law and human rights standards in detainee operations.	\$37,000
DCCEP	2014	Exercises related to containing Boko Haram and interdicting illicit activity in the GoG and Central Africa.	\$180,500
DCCEP	2015	Exercises related to containing Boko Haram and interdicting illicit activity in the GoG and Central Africa.	\$129,152

Pakistan

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to maintaining access and freedom of movement and enhancing regional security.	\$353,831
DCCEP	2015	Exercise relating to maintaining access and freedom of movement and enhancing regional security.	\$409,235

Palau

Program	Fiscal Year	Description	Cost
DCCEP	2015	Exercise related to CT.	\$117,988

Panama

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to enhancing regional security and countering TCOs.	\$157,212
DCCEP	2015	Exercise related to enhancing regional security and countering TCOs.	\$166,592

Paraguay

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to HA/DR.	\$146,795
DCCEP	2015	Exercise related to HA/DR.	\$157,317

Peru

Program	Fiscal Year	Description	Cost
DIRI	2014	Engagements to support strategy, policy, and resource management.	\$57,609
DCCEP	2014	Exercise related to CT.	\$1,021,849
DCCEP	2015	Exercise related to maintaining access and freedom of movement.	\$255,629

Philippines

Program	Fiscal Year	Description	Cost
DIILS	2014	Engagements with the Human Rights Office of the Armed Forces of the Philippines.	\$55,000
DCCEP	2014	Exercise related to maritime domain awareness.	\$769,928
DCCEP	2015	Exercises related to maritime domain awareness and HA/DR.	\$873,913

Republic of Congo

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to peacekeeping operations.	\$73,400
DCCEP	2015	Exercise related to peacekeeping operations.	\$93,947

Romania

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to deterrence and interoperability.	\$568,078
DCCEP	2015	Exercises related to deterrence and interoperability.	\$529,248

Rwanda

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to peacekeeping operations.	\$12,000
DCCEP	2015	Exercise related to peacekeeping operations.	\$205,234

Sao Tome and Principe

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to interdicting illicit activity in the GoG and Central Africa.	\$48,100
DCCEP	2015	Exercise related to interdict illicit activity in the GoG and Central Africa.	\$93,947

Senegal

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to degrading VEOs in the Sahel-Maghreb and instability in Libya as well as interdicting illicit activity in the GoG and Central Africa.	\$161,600
DCCEP	2015	Exercises related to degrading VEOs in the Sahel-Maghreb and instability in Libya as well as interdicting illicit activity in the GoG and Central Africa.	\$122,362

Serbia

Program	Fiscal Year	Description	Cost
WIF	2014/2015	Eight military exercises and exchanges, CMEP events on crisis management and scenario planning, and DIB engagements with the MoD focused on defense planning, human resource management, resource management, and acquisition.	\$1,721,520
WIF	2014	Seminar for Members of Parliament from the Western Balkans to discuss the development of security policies in accordance with democratic civilian-military relations.	\$6,400
WIF	2014	Southeast Europe Counter Corruption conference to increase awareness of international anti-corruption programs, explore best practices for countering corruption, illuminate opportunities for regional collaboration, and assess current counter-corruption initiatives.	\$10,800
WIF	2014	Transnational Criminal Threats seminar to detail the complex nature of transnational criminal activity in Southeast Europe and highlight the importance of cooperative approaches and policy tools in countering such activity/organizations.	\$11,525
WIF	2014	Regional Stability in South East Europe Study Group to support a policy-oriented dialogue to pursue a mutually beneficial exchange of ideas with a focus on relevant regional topics.	\$7,917
WIF	2014	Participation in the Security Sector Reform WG on developing educational material to support gender integration in the military.	\$5,169
WIF	2015	Peace and Stability Operations Training and Education to discuss participating countries' efforts to institutionalize expertise in strategic-level education of military/civilian officials in international peace and stability operations.	\$6,100
WIF	2015	Regional Stability in South East Europe Study Group to support a policy-oriented dialogue to pursue a mutually beneficial exchange of ideas with a focus on relevant regional topics.	\$8,250
WIF	2015	Participation in the Security Sector Reform WG on developing educational material to support gender integration in the military.	\$2,844
DCCEP	2014	Exercises related to deterrence and interoperability.	\$107,898

Program	Fiscal Year	Description	Cost
DCCEP	2015	Exercises related to deterrence and interoperability.	\$113,320

Seychelles

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to interdicting illicit activity in the GoG and Central Africa.	\$34,928
DCCEP	2015	Exercise related to interdicting illicit activity in the GoG and Central Africa.	\$51,000

Sierra Leone

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to peacekeeping operations.	\$20,000

South Africa

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to peacekeeping operations.	\$17,464

Sri Lanka

Program	Fiscal Year	Description	Cost
DIILS	2014	Seminar on maritime border security and laws attendant to internet/cyber technology.	\$18,000

St. Kitts & Nevis

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to HA/DR and countering TCOs.	\$84,610
DCCEP	2015	Exercise related to HA/DR and countering TCOs.	\$148,893

St. Vincent & the Grenadines

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to HA/DR.	\$81,584
DCCEP	2015	Exercise related to HA/DR.	\$152,726

Suriname

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to HA/DR and countering TCOs.	\$138,391
DCCEP	2015	Exercise related to HA/DR and countering TCOs.	\$200,581

Swaziland

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to peacekeeping operations.	\$61,208
DCCEP	2015	Exercise related to peacekeeping operations.	\$36,285

Tajikistan

Program	Fiscal Year	Description	Cost
WIF	2014/2015	DIB engagements focused on decision-making, respect for human rights, and intelligence.	\$785,748
WIF	2014/2015	Military exchanges and engagements focused on CT, border security, and PKO.	\$3,660,000
WIF	2014	Workshop on Border Security and Counter Illicit Trafficking in Central Asia.	\$10,033
WIF	2014	Peace Support Operations Seminar in conjunction with USCENTCOM in Massachusetts.	\$1,500
WIF	2014	Peace Support Operations Workshop to discuss administrative/training challenges in deploying forces on UN PSO missions.	\$16,533
WIF	2015	NATO Advanced Research Workshop on Central Asia for improved understanding and increased interoperability.	\$11,280
WIF	2015	Security Sector Capacity Building – Peace Support Operations Workshop to address issues and challenges in deploying forces on UN PSO missions.	\$13,000
WIF	2015	Stability Operations Seminar in Tajikistan.	\$5,150
DCCEP	2014	Exercise related to maintaining access and freedom of movement and enhancing regional security.	\$9,131

Tanzania

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to peacekeeping operations.	\$108,136
DCCEP	2015	Exercise related to peacekeeping operations.	\$235,885

Thailand

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Engagements with defense personnel to support efforts to strengthen resource management, including life cycle costing, and human resource management to address special pay regulations.	\$1,057,623
DIILS	2015	Legal engagements on maritime security, transparency, and anti-corruption.	\$46,000

DCCEP	2014	Exercises related to counterterrorism.	\$1,805,646
DCCEP	2015	Exercises related to maritime domain awareness.	\$886,713

Togo

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to interdicting illicit activity in the GoG and Central Africa and peacekeeping operations.	\$48,100
DCCEP	2015	Exercise related to interdicting illicit activity in the GoG and Central Africa and peacekeeping operations.	\$64,867

Tonga

Program	Fiscal Year	Description	Cost
DIILS	2015	Engagement on maritime law.	\$7,000
DCCEP	2014	Exercise related to maritime domain awareness.	\$80,736
DCCEP	2015	Exercise related to maritime domain awareness.	\$20,000

Trinidad & Tobago

Program	Fiscal Year	Description	Cost
DIILS	2015	Launched a multi-year program with the Defense Force and Coast Guard legal community to support their efforts to strengthen the legal authorities and processes for maritime operations, military justice, and administrative and operational law.	\$22,000
DCCEP	2014	Exercise related to HA/DR and countering TCOs.	\$144,177
DCCEP	2015	Exercise related to HA/DR and countering TCOs.	\$152,434

Tunisia

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	Engagements related to development of a strategy and policy white paper and support for strengthening border management and security.	\$99,205
DCCEP	2014	Exercise related to degrading VEOs in the Sahel-Maghreb and instability in Libya.	\$52,000
DCCEP	2015	Exercise related to degrading VEOs in the Sahel-Maghreb and instability in Libya.	\$108,085

Turkmenistan

Program	Fiscal Year	Description	Cost
WIF	2014/2015	A CMEP workshop on disaster preparedness and a DIB engagement on decision-making processes and information assurance.	\$51,680
WIF	2014/2015	Military exchanges and engagements focused on border security, security of the Caspian Sea, and medical readiness.	\$305,000
WIF	2014	Regional Stability in the South Caucasus Study Group to enhance a policy-oriented dialogue to pursue a mutual exchange of ideas with a focus on relevant regional topics.	\$12,100
WIF	2015	Regional Stability in the South Caucasus Study Group to enhance a policy-oriented dialogue to pursue a mutual exchange of ideas with a focus on relevant regional topics.	\$7,611

Uganda

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to AMISOM and neutralizing al-Shabaab as well as interdicting illicit activity in the GoG and Central Africa.	\$232,928
DCCEP	2015	Exercises related to AMISOM and neutralizing al-Shabaab as well as interdicting illicit activity in the GoG and Central Africa.	\$199,600

Uruguay

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to HA/DR.	\$56,279
DCCEP	2015	Exercise related to HA/DR.	\$52,464

Ukraine

Program	Fiscal Year	Description	Cost
WIF	2014/2015	Nine military exercises and exchanges and DIB engagements, including a comprehensive assessment of Ukraine's national defense establishment and development of an implementation plan to address, e.g., development of a military security strategy, development of a framework for transition to a human resource management system that supports a professional military career service model, and establishment of a defense planning capability.	\$2,878,716

Program	Fiscal Year	Description	Cost
WIF	2014	Peace Support Operations Workshop to discuss administrative/training challenges in deploying forces on UN PSO missions.	\$16,533
WIF	2014	Participation in the Advanced Distributed Learning working group (WG) to share content, tools, and methods to support technology-based defense education.	\$10,000
WIF	2014	Defense Education Enhancement Program (DEEP), aimed to familiarize NATO partners with Western teaching methodology and military education delivery/design/implementation and to develop interoperability with the U.S. Armed Forces.	\$223,000
WIF	2014	Regional Stability in the South Caucasus Study Group to enhance a policy-oriented dialogue to pursue a mutual exchange of ideas with a focus on relevant regional topics.	\$12,100
WIF	2014	Regional Stability in South East Europe Study Group to support a policy-oriented dialogue to pursue a mutually beneficial exchange of ideas with a focus on relevant regional topics.	\$7,917
WIF	2014	Participation in the Security Sector Reform WG on developing educational material to support gender integration in the military.	\$5,169
WIF	2015	Parliamentarian Seminar for representatives of Georgia and Ukraine to enhance a strategic security policy dialogue between the countries.	\$31,650
WIF	2015	Participation in the Advanced Distributed Learning working group (WG) to share content, tools, and methods to support technology-based defense education.	\$3,615
WIF	2015	Defense Education Enhancement Program (DEEP), aimed to familiarize NATO partners with Western teaching methodology and military education delivery/design/implementation and to develop interoperability with the U.S. Armed Forces.	\$300,200
WIF	2015	Regional Stability in the South Caucasus Study Group to enhance a policy-oriented dialogue to pursue a mutual exchange of ideas with a focus on relevant regional topics.	\$7,611
WIF	2015	Regional Stability in South East Europe Study Group to support a policy-oriented dialogue to pursue a mutually beneficial exchange of ideas with a focus on relevant regional topics.	\$8,250
WIF	2015	Participation in the Security Sector Reform WG on developing educational material to support gender integration in the military.	\$2,844

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercises related to deterrence and interoperability.	\$11,459
DCCEP	2015	Exercises related to deterrence and interoperability.	\$1,762

United Arab Emirates

Program	Fiscal Year	Description	Cost
DIILS	2014/2015	Seminars on maritime border security and military justice.	\$16,000

Uzbekistan

Program	Fiscal Year	Description	Cost
WIF	2014/2015	CMEP workshops on disaster preparedness and geographic information systems (i.e., geospatial tools) and limited DIB engagements on decision-making processes, human rights, and intelligence. Note, DIILS conducted the human rights engagements.	\$721,274
WIF	2014/2015	Military exchanges and engagements on professional military education, special operations, ISR, logistics and sustainment of MRAPs, and medical capability enhancements.	\$2,000,000
WIF	2014	Workshop on Regional Security.	\$31,900
WIF	2015	Land Forces Symposium with Central and South Asian participants to discuss cooperation opportunities in security areas of mutual concern.	\$7,000
WIF	2015	NATO Advanced Research Workshop on Central Asia for improved understanding and increased interoperability.	\$11,280
WIF	2015	Seminar on Cyber Security to develop an understanding of challenges and build foundational approaches to security issues.	\$21,200
WIF	2015	Participation in a Security Dialogue on foreign affairs issues in the context of changing security relationships.	\$5,700

Vietnam

Program	Fiscal Year	Description	Cost
DIILS	2014	Participation in a DTRA-led engagement to describe the Model Maritime Service Code, a body of laws and procedures to assist in establishing a coast-guard like capability.	\$5,000
DCCEP	2015	Exercises related to maritime domain awareness and HA/DR.	\$22,658

Yemen

Program	Fiscal Year	Description	Cost
DIRI	2014/2015	An initial in-country assessment and follow on engagements in support of the MoD's efforts to reform and restructure the Armed Forces. These efforts have been suspended, however.	\$450,194

Zambia

Program	Fiscal Year	Description	Cost
DCCEP	2014	Exercise related to peacekeeping operations.	\$61,208
DCCEP	2015	Exercise related to peacekeeping operations.	\$100,000

Metrics Methodology by Reported Program

DEFENSE INSTITUTION REFORM INITIATIVE (DIRI)

The measures of effectiveness for engagements conducted by the DIRI program are tailored to the specific objectives of the individual Defense Institution Building (DIB) projects agreed to with the partner nation. For example, DIRI worked with the Ministry of Defense and General Staff in Guatemala to support the development of a defense management system that could determine the military capabilities required to perform missions assigned by the civilian government and effectively allocate resources against those priorities. This achievement has been measured over time by initially establishing a long-term objective (a capabilities-based defense management system); identifying key milestones (e.g., writing a National Defense Strategy; assessing and costing capabilities; submitting a budget to the legislature based on the new approach; establishing new rules and regulations and any required legal changes; putting key personnel and positions in place, including establishing a Vice Ministry charged with overseeing institutionalization of the process; providing instruction on the new system in the professional military education system); and aligning an action plan of workshops, working groups, seminars, and consultations to reach those milestones. Throughout the process the plan is monitored and adapted to account for changes and adjustments required to meet them. The progress of the emerging defense management system is assessed against strategically relevant objectives (e.g., increased budget transparency, the reallocation of resources to employ and sustain U.S. investments).

In general terms, three tiers of performance indicators are used to:

- (1) Identify whether the program is gaining traction early in a project. Is the partner assigning its own resources to the project (the right people, funds); is the working group making progress on objectives independently between DIRI visits; is leadership engaged in discussions on desired outcomes and the steps needed to achieve results? These are necessary, but not sufficient, conditions for success.
- (2) Assess progress against intermediate objectives identified, adjusting and adding new milestones as learning occurs and as situations change. Active collaboration with the partner is required to ensure that the necessary and sufficient elements for meaningful, relevant, and sustained change are being addressed.
- (3) Assess the impact of the changes made on key strategic objectives of the program – operational effectiveness, affordability of the force, responsiveness to democratic civilian control, transparency, accountability, interoperability.

To date, monitoring of progress has been conducted on a case-by-case basis with methods being developed and refined over time. The Defense Governance and Management Team (DGMT), responsible for implementing DIRI, is building on these experiences to standardize and systematize this approach across the DIRI and WIF DIB programs, with the intent of producing regular reports assessing effectiveness.

WALES INITIATIVE FUND (WIF)

The Wales Initiative Fund (WIF) is a bilateral security cooperation program supporting defense reform and U.S. / NATO-interoperability. WIF has traditionally been restricted to the Partnership for Peace (PfP) countries of Eastern Europe and Central Asia. As of FY15, eligibility broadened to the developing countries of the Mediterranean Dialogue, Istanbul Cooperation Initiative, Partners Across the Globe, and any other country with a sufficiently substantive and formal relationship with NATO. WIF supports several partner capacity building programs to include: Defense Institution Building (DIB); Civil Military Emergency Preparedness Program (CMEP); Logistics Exchange Program (LOGEX); Defense Education Enhancement Program (DEEP); Partnership for Peace Consortium of Defense Academies and Security Studies Institutes; George C. Marshall Center bilateral events; State Partnership Program exchanges; and various CENTCOM and EUCOM exercises and military to military engagement. Below is a description of the approaches used to assess progress.

DEFENSE INSTITUTION BUILDING (DIB) and CIVIL MILITARY EMERGENCY PREPAREDNESS (CMEP)

The measures of effectiveness for engagements overseen by the Defense Governance and Management Team (DGMT) are tailored to the specific objectives of the individual DIB or CMEP projects agreed to with the partner nation. For example, the DGMT worked with the MoD and Joint Staff (and was supported by and supporting USG in-country contractors) to support the Georgians in developing the knowledge foundation, processes and procedures, and changes to laws and regulations to establish and initiate a pay-by-rank system (a key NATO partnership target that had been unmet for years). This achievement has been measured over time by initially establishing a long-term objective (initiating pay-by-rank), identifying key milestones (personnel system changes, new rules and regulations, any required legal changes, putting key personnel and positions in place, etc.), and aligning an action plan of workshops, working groups, seminars, and consultations to reach those milestones. Throughout the process the plan is monitored and adapted to account for changes and adjustments required to meet them.

In general terms, three tiers of performance indicators are used to:

- (1) Identify whether the program is gaining traction early in a project. Is the partner assigning their own resources to the project (the right people, funds); is the working group making progress on objectives independently between DGMT visits; is leadership engaged in discussions on desired outcomes and the steps needed to achieve results? These are necessary but not sufficient conditions for success.
- (2) Assess progress against intermediate objectives identified, adjusting and adding new milestones as learning occurs and as situations change. Active collaboration with the partner is required to ensure that the necessary and sufficient elements for meaningful, relevant, and sustained change are being addressed.

(3) Assess impact of the changes made on key strategic objectives of the program – operational effectiveness, affordability of the force, responsiveness to democratic civilian control, transparency, accountability, interoperability.

To date, monitoring of progress has been conducted on a case-by-case basis with methods being developed and refined over time. The DGMT is building on these experiences to standardize and systematize this approach with the intent of producing regular reports assessing effectiveness.

LOGISTICS EXCHANGE PROGRAM (LOGEX)

LOGEX has historically been implemented only in the U.S. European Command (USEUCOM) area of responsibility to support PfP partner nations' efforts to achieve greater interoperability with NATO. Requirements for logistics security cooperation in these nations are derived from the Partnership Goals (PGs) published by NATO through its country-specific Planning and Review Process. Typical PGs for logistics include: Strategic Movement of National Forces; Reception, Staging, and Onward Movement; National Support to Deployable Forces; Operational Logistics Planning and Reporting; and Host Nation Support. USEUCOM's planning process assigns functional Lines of Activity to each country, which are captured in USEUCOM's Theater Cooperation Plan and individual country plans. Intermediate Military Objectives (IMO) are assigned to each cooperation plan. Assessment of individual events, and progress toward achieving IMOs, is based primarily on feedback from after action reports and partner nation participants.

PARTNERSHIP FOR PEACE CONSORTIUM OF DEFENSE ACADEMIES AND SECURITY STUDIES INSTITUTES (PfP-C) & DEFENSE EDUCATION ENHANCEMENT PROGRAM (DEEP)

The Partnership for Peace Consortium supports a number of working groups related to advancing defense education in partner nations, including its most significant implementation mechanism, the Defense Education Enhancement Program (DEEP). Consortium programs generally measure progress through monitoring partner nation advancements such as: creation of a new, modern academic institution within its professional military education system; inclusion of modern subject matter in existing course curricula; adoption of modern teaching methodologies by PME faculties, and adoption of NCO education programs. DEEP program components are directly related to NATO/U.S. strategic goals for relations with partner countries through NATO and partners' partnership cooperation programs (Individual Partnership Action Plans, Annual National Programs, and Individual Partnership and Cooperation Programs). DEEP objectives are identified, measured and amended through written requests of partner MODs to NATO, and progress is captured in the assessment of these programs. Output metrics focus on the number and quality of events while outcome metrics look to see whether partners adopted modern PME standards and other related outcomes. Specifically, the indicators used by the consortium include:

- Number of participants engaged/involved in DEEP activities/events.
- Number of our programs/events that engage WIF priority countries.

- Number of partners becoming contributors rather than consumers of our programs/events.
- Adoption of modern PME academic structures and degree requirements by partner countries that result in modern academic institutions.
- Partner country inclusion of modern subject matter into course curricula, to include development of entirely new courses. Adoption of modern teaching methodologies by partner PME Faculty.
- Partner country adoption of NCO education.

GEORGE C. MARCHALL CENTER (GCMC)

GCMC employs a combination of quantitative and qualitative methods to provide an overall assessment of the value of Marshall Center events. It monitors progress and success of its programs using the Kirkpatrick Model, a widely used and recognized model for evaluating training and learning. GCMC has used the Kirkpatrick Model for evaluations and assessment since 2007. Based upon this model, assessments of progress focus on four levels of outcomes:

a. **Level 1: Reaction and Value:** Programs are highly valued by customers and stakeholders. This is a short-term indicator of success (achieved within six months of event execution), and addressed by nations accepting invitations to attend events addressing the designated priority.

b. **Level 2: Educating the Right Audience:** Programs promote learning and understanding stakeholder security objectives. This is also a short-term indicator of success, and is identified by nations sending the right participants to attend courses, and the participant’s course or event survey indicating positive reception to the topic materials.

c. **Level 3: Alumni Actions in the Region:** Alumni are taking actions to network with each other, Marshall Center staff, and their networks of security professionals – sharing information, knowledge and contacts. This level has both mid- and long-range indicators of success:

(1) Mid-range indicators of success (achieved within 12 months of event execution) consist of actions such as alumni maintaining contact through the alumni network and sending periodic updates, alumni publishing papers about priority topic challenges, and alumni proposals leading to expanded partner coordination.

(2) Long-range indicators of success (more than one year after event execution) consist of alumni rising to positions of greater authority, or being appointed to international entities that address priority topics.

d. **Level 4: Alumni Produce Results:** Alumni are taking actions that result in strategic and policy outcomes that support stakeholder security goals. This level has both mid- and long-range indicators of success:

(1) Mid-range indicators of success (achieved within 12 months of event execution) consist of alumni developing training programs in their home countries to improve topic capabilities.

(2) Long-range indicators of success (more than one year after event execution) include targeted nations initiating national strategy reviews addressing priority topics, and parliaments/governments enacting measures that better their security within the context of the priority topic.

The GCMC assessment toolkit includes pre-course and post-course surveys, focus group interviews, After Action Reports (AAR), statistical data, and feedback and metrics from alumni.

STATE PARTNERSHIP PROGRAM (SPP)

All State Partnership Program (SPP) activities are required to support one or more security cooperation (SC) objectives of a geographic combatant command (CCMD). Assessment of individual events is based primarily on feedback from after action reports and partner nations. Activity effectiveness in supporting the CCMD's SC objective(s) is assessed by combatant commands through planned assessments of progress in achieving theater and country-specific objectives.

USCENTCOM WALES INITIATIVE FUND (WIF)

USCENTCOM's security cooperation assessments are concentrated at the strategic level and consider progress toward meeting the overall security cooperation objective as opposed to the multiple programs that are employed in support of meeting the objective. Progress ratings are based on the CJCS Comprehensive Joint Assessment rating system.

USCENTCOM is in the middle of implementing new processes to better institutionalize security cooperation planning and assessment. This is a work in progress, but will include a resource integration working group to prioritize all proposed security cooperation activities to ensure limited resources are applied to the highest priority engagement opportunities.

USEUCOM WALES INITIATIVE FUND (WIF)

USEUCOM measures effectiveness by collecting After Action Report (AAR) for all events utilizing WIF funding. Each AAR includes the following event information: purpose of the event; desired outcome of the event; accomplishments; lessons learned; general recommendations; funding; list of participants; an event summary; and cost estimates.

DEFENSE INSTITUTE OF INTERNATIONAL LEGAL STUDIES (DIILS)

DIILS requires event participants to complete course evaluations with questions on the relevance of the material and effectiveness of the presentations. Additionally, trip reports offer an analysis of the strengths and weaknesses of the engagement and recommendations for future events.

MINISTRY OF DEFENSE ADVISORS (MODA)

Under the Ministry of Defense Advisors (MoDA) program, DoD assigns DoD civilian personnel as advisors to foreign ministries of defense or regional organizations with security missions to provide institutional,

ministerial-level advice, and other training, in support of stabilization or post-conflict activities or core institutional capacity building. Measuring the effectiveness of ministerial-level advising begins during the scoping mission, where the mission's goals and objectives are developed in coordination with the U.S. embassy and host nation ministry of defense. Upon deployment of all advisors, a performance plan is developed, identifying milestones, goals, and objectives developed in collaboration with the partner. Performance data is collected through advisor and Embassy reporting, and (when allowed) In-Country Program Management Reviews, which engage the partners directly. Analysis of the performance data is conducted by the MoDA management team within the Defense Security Cooperation Agency (DSCA), supported by advising, capacity building, and functional subject matter experts.

COUNTER NARCOTICS (sec 1033 and 1004)

MEASURING PERFORMANCE

DoD delivers global support to the nation's counterdrug and countering transnational organized crime efforts through detection and monitoring, information sharing, and building partner nation capacity. Performance metrics, in support of these efforts, are used to:

- observe progress and measure results against operational objectives;
- guide the allocation of counterdrug and countering transnational organized crime budgetary resources during the annual planning, programming, budgeting, and execution process;
- provide management and oversight of DoD counterdrug and countering transnational organized crime programs; and
- facilitate communications and engagements with internal and external stakeholders.

DEFINING MEASURES OF SUCCESS

DoD's performance metrics program ensures component and subcomponent goals, objectives, programs, and activities align with and support this strategy as well as the following strategic and program management imperatives:

- Align programs and initiatives with strategic goals and objectives: Geographic Combatant Commands, Military Departments, and Defense Agencies are responsible for developing, managing and reporting on their Counternarcotics Central Transfer Account-funded programs through an established metrics program. These performance metrics capture and measure the major cause and effect linkages among existing and proposed activities and the objectives of this strategy.
- Link program performance to management and resource decision-making: Performance metrics provide stakeholders with key output and outcome data which is used to monitor and evaluate the performance of programs and supporting organizations. By accurately measuring performance, leaders and managers can make more informed program and resource decisions.
- Identify opportunities for improvement: performance metrics help identify performance gaps between program expectations and results.

- Frame stakeholder expectations: DoD counternarcotics and related counter-illicit trafficking programs often support and enable related missions performed by U.S. interagency and international partners. Performance metrics help DoD to frame expectations for the execution of programs and activities in support of common strategic objectives.

SUPPORTING PROGRAM MANAGEMENT

When successfully implemented, the performance metrics program ensures component and subcomponent goals, objectives, programs, and activities align with and support DoD's strategy, while also giving insight and traceability to the following management imperatives:

- Mission Execution: Effective metrics support mission execution by defining the parameters of mission success and by measuring progress toward objectives. Once programs reach the execution stage, properly developed output and outcome metrics will help keep programs on course to achieve desired end states.
- Strategic Integration: In addition to supporting mission execution at the tactical and operational levels, performance metrics support the objectives of this strategy as well as objectives identified in component strategies and operational-level planning.
- Operational Efficiency: Metrics support program efficiency by helping identify initiatives and activities with the highest return on investment (most effective at achieving program objectives at lowest cost). Components employ metrics to inform program reviews, guide procurement decisions, and identify opportunities for process improvement.
- Reporting: DoD employs metrics to catalogue and report component performance toward the achievement of strategic goals and objectives identified in this document.

DEVELOPING COUNTRY COMBINED EXERCISE PROGRAM (DCCEP)

The Developing Country Combined Exercise Program (DCCEP) assesses the effectiveness of supported exercises through two measures of performance, which are collected by two separate DoD entities. Assessment occurs after the conduct of an exercise to determine the extent the exercise (a) achieved its stated objectives and (b) satisfied the training requirements for participating U.S. forces. The Combatant Commands assess if stated objectives were met to determine how effectively the exercise supported their strategies. The Services assess if U.S. forces were provided training in support of their mission essential tasks to ensure U.S. forces maintain mission readiness. Exercises with partner nations focus on developing interoperability in support of combined operations. While DCCEP is a tool designed primarily to support DoD mission readiness requirements, partner nations gain a corollary benefit by having the opportunity to develop proficiency in military skills.